

FURTHER EDUCATION CORPORATION MEETINGS 2023/24

MINUTES OF THE FURTHER EDUCATION CORPORATION MEETING
Held at 4pm on Monday 8th July 2024
Accrington and Rossendale College (Room H004)

Board Members present: Phil Wilkinson (Chair), Helen Curtis (Corporation Vice Chair), Steve Campbell, Melissa Conlon, Tom Gee (Staff Governor), Gillian Sharples (Staff Governor), Emily Jayne Austin (Student Governor), Chris Kenyon and Simone Hartley-Gott (Student Governor)

In attendance: David Rothwell (Deputy Principal – Finance and Resources)
Tracey Baron (Deputy Principal – Curriculum and Quality)
Andrew Dewhurst (Vice Principal Sales and Partnerships/Chief Information Officer)
Claire Jarvis (Assistant Principal – Finance and HR)
Sam Mercer (Assistant Principal – Planning and Performance)
Morag Davis (Group Executive Director of Strategy and Transformation)
Fionnuala Swann (Assistant Principal – Academic)
Louise Marsden (Vice Principal - Marketing and Brand Strategy)
Andy Parkin (Assistant Principal – Adult Learning)
Leyanne Fitzmaurice (Assistant Principal – Student Experience and Support)
Nicola Tattersall (Executive Assistant to the Principal)

Debbie Corcoran (Director of Governance)

Item 1.	<p><u>1.1 Welcome and apologies for absence</u></p> <p>Phil Wilkinson (Chair of the Corporation) welcomed everyone to the meeting. Apologies were received from the following Board members: Gemma Marsh, David Whatley, Zulfi Khan, Liz Sedgley and Lisa O’Loughlin. The Director of Governance confirmed quoracy.</p> <p><u>1.2 Declarations of Interest</u></p> <p>Members and officers present declared they had no interests, personal, fiduciary, or otherwise in any item on the open agenda for the meeting, with the exception of:</p> <ul style="list-style-type: none"> • Item 4.2a Governance Report – Chris Kenyon would step out of the meeting for the consideration of her term of office <p><u>1.3 Minutes of the Previous Corporation Meeting (23rd May 2024)</u> <i>Submitted: Draft minutes (circulated in meeting papers)</i></p> <p>The draft minutes of the 23rd May 2024 Board of Corporation meeting were reviewed by the Board, and approved as an accurate record, for the signature of the Chair.</p> <p><u>Resolved: That the Board of Corporation approve the minutes of the Corporation meeting on 23rd May 2024</u></p>
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1.4 Matters Arising

Submitted: Reports (circulated in meeting papers)

The matters arising log was reviewed and the current position was noted. Members were thanked for sharing key questions ahead of the meeting, to support agenda management, and these will be covered under the relevant agenda items.

Resolved: That the Board of Corporation receives and notes the matters arising log

Item 2.

Principal's Report (including Key Performance Indicators KPIs)

Submitted: Report and presentation (circulated in meeting papers)

David Rothwell (Deputy Principal- Finance and Resources) presented the report on behalf of Lisa O'Loughlin (Principal and CEO), beginning with thanks for Board members significant contributions and support to the College in a busy year. Key headlines in the report, and considered in the meeting included:

Teaching, learning and quality improvement:

- Apprenticeships timely achievement for 2023/24 is predicted to be 14% above national average; 16-18 retention is strong, and significant improvements evidenced in all Area for Improvement (Afl) curriculum areas
- Continued rapid and sustained improvement in Apprenticeships supports a self-assessment of 'outstanding' for this provision area in the next Strategic Self-Assessment Report (SAR), which was welcomed by the Board, and the teams hard work and commitment to drive further improvements recognised
- Attendance remains an area of focus, with a recent Quality and Standards (Q&S) Committee thematic review to provide assurance of the approach in place and an 'Attendance Summit' scheduled for the Board in early 2024/25 as an additional opportunity for support, challenge and assurance. An AoC survey states that average attendance for GFE programmes 16-18 (all levels) is 85%, suggesting this is a national challenge. It was noted that the College position for 16-18 is 86% overall, however it is much nearer the College KPI of 93% on level 3 technical and academic programmes, and this position reflects previous discussions regarding those groups of learners with particular needs who have lower attendance and the actions that the College has in place to mitigate this

Finance and performance:

- 2022/23 over-performance against Adult Education Budget (AEB) of c£1mn, consolidated into 2024/25 allocation, with 2% growth in 16-18 volumes at RO4 also consolidated into the allocation and valued at c£1.7mn
- Apprenticeship recruitment has slowed and is a focus for marketing and promotion, however performance shows marginal growth compared to last year. Modest HE growth in 2023/24 will continue into 2024/25
- EBITDA forecast for 2023/24 is now c4%, and at similar level for 2024/25 – with early estimates for 2025/26 supporting a c6% EBITDA target

The Board considered the update on strategy decisions, including progress with devolution and College positioning and relationships to support the College Group's contribution to the devolution agenda. Latest position on Strategic Review implementation was shared and noted to be on track, covering key developments such as branding, school liaison, estates and also the introduction of the new Industry

	<p>Boards. Industry Innovation Hubs were noted to be progressing to timelines shared at the Board Awayday. The Board considered the summary Strategic Plan 2024/25 shared in the report, recognising that it reflected the feedback and input the Board had shared at the May Awaydays. Members welcomed the Plan has a sharp and clear focus on the Group’s contributions to national regional and local skill priorities; and focused purpose architecture and curriculum intent. It was noted that discussions are planned with a wider group of colleagues on values, and members were comfortable that this may result in minor refinements to the expression of values or the document. Members valued that the Principal had included in her report the 3 key strategic themes emerging from Learner Voice and setting out actions in response – this was valuable to support Board consideration, awareness and scrutiny. The strategic themes had been heard directly by the Board and gathered through the learner-focused events and opportunities most recently accessed by members (Campus Principal Forums, and Meet the Board Insight Session in Foundations).</p> <p><i>Reserved minute – relating to an update on a commercially sensitive partnership development.</i></p> <p>The Key Performance Indicator (KPI) position was reviewed, with a particular focus on any areas of risk of under-performance against a KPI target. In relation to KPIs and the 2024/25 Strategic Plan, members asked for the national average position for A levels, given it had not been included. Tracey Baron (Deputy Principal – Quality and Curriculum) confirmed the current forecast 2023/24 performance position for the College Group in 2 key areas for A levels (high grades and progress students make) compared to the national position in the previous year. The Board were assured that this granularity of performance and benchmarked data will continue to be provided to Quality and Standards Committee in-year and to Board at year-end.</p> <p>The Board was updated on the Principal’s conversation with AoC on the previously completed External Board Review (EBR), the related fee position and proposal for final resolution. Given the continued development of a refined Board Assurance Framework (BAF) with Board member input at the Awayday and developments outside of meetings, the Board approved an extension to the College’s current Risk Management Policy to 31 October 2024 and asked for the revised BAF framework to be received for approval at or by the October Corporation meeting.</p> <p><u>Resolved:</u> That the Board receive and note the Principals Report and Key Performance Indicator (KPI) position, and approve the following:</p> <ul style="list-style-type: none"> a) The 2024/25 Strategic Plan, subject to a further discussion re: values, with our wider colleague team b) The actions responding to the 3 key strategic themes emerging from Board sessions engaging with learners c) Extension to the renewal date of the Risk Management Policy, to 31 October 2024 d) The approach in response to the AOC, in seeking remedy regarding the External Board Review (EBR) process
Item 3.	<u>Strategic Discussions</u>
	<p>3.1 <u>College Branding</u> <i>Submitted: Presentation (tabled in the meeting)</i></p>

Louise Marsden (Vice Principal – Marketing and Brand Strategy) shared slides progressing thinking since the Board’s approval at the May awayday to further develop the business case and proposal for re-branding and a change to the legal name for the College Group (which is currently ‘Nelson and Colne College’, with the use of ‘Group’ as a brand). The presentation recapped the headline business case and updated on the process timeline, with an approach proposed for development and presentation of supporting visuals.

Following careful consideration of the commissioned research in branding received at the Corporation’s May Awayday, there had been consensus from Board members in principle at that time to adopt ‘East Lancashire Learning Group’ as the institutions new legal name, with a need to further explore 2 different options beneath this for Colleges/campus brands/names. Senior Leadership Team (SLT) recommendations were considered on the 2 options, and their rationale. The associated consultation and communication timeline for changes was considered, and again noted to include the need for DfE approval for any legal name change, and a 4-week consultation period. The Vice Principal explained that subject to the Board’s consideration, testing of marque options can be programmed with the Board, students, staff and stakeholders over the next two weeks – supplemented by 121 sessions, allowing related recommendations to return to the Board’s September 2024 planning event. The timeline included DfE approval of the name change in November 2024, with a launch of the related College brands and HE brand in January 2025 and the Group, adult and apprenticeship brands being launched January-March 2025.

After debate, the Board were in clear support of a legal name change to ‘East Lancashire Learning Group’, with the following 5 names in the brand family: Nelson and Colne College, Accrington and Rossendale College, East Lancashire University Centre, Lancashire Adult Learning (LAL) and East Lancashire Apprenticeships. In response to Board questions the Vice Principal confirmed that:

- any risks to recruitment timescales and promotion have been identified and will be mitigated through a range of approaches, overseen in the Risk Register and usual processes
- there is no organisation currently using a similar name, and trademarking can be considered in our approach
- in terms of a cost/benefit analysis; costs have been included within the existing Financial Plan, benefits are likely to take 2 years to be fully achieved and embedded, with an impact on starts/growth
- the approach recognises the importance of communicating with neighbouring Colleges, with the Chair and Principal to schedule meetings with their peers to support this

The Board recognised that the approach will need to consider the outcome of the consultation, however given the thorough and evidenced market research and review of options to this point, it is unlikely to lead to significant refinements in the approach.

Resolved: That the Board:

- a) approve progressing a legal name change for the Corporation as the institution, from ‘Nelson and Colne College’ to The East Lancashire Learning Group, and the necessary application to seek any required approvals from the DfE**
- b) approve the brand names beneath ‘The East Lancashire Learning Group’**
- c) approve the associated timeline and milestones for the name change and re-branding**

3.2 Strategic Finance

Submitted: Report (circulated in meeting papers) and presentation (tabled in the meeting)

David Rothwell (Deputy Principal – Finance and Resources) summarised the report, which included the College Group’s projected out-turn for 2023/24, proposed financial budget for 2024/25 and forecast estimates for 2025/26. Colleagues were recognised and thanked for their contributions, particularly Claire Jarvis and Sam Mercer (Assistant Principals). Resultant finance KPIs were reviewed, and noted to be:

Table 3: Summary financial performance							
Financial performance measure	2023/24 Projected Outturn	2024/25 Draft Budget	2023/24 Original Budget	2025/26 Estimate	2023-26 Strategic target	RAG	2022/23 Outturn
Education Specific EBITDA as % of income	4.0%	3.9%	3.9%	6.1%	>=6%	Yellow	4.8%
Borrowing as a % of income	5.2%	14.6%	3.9%	13.1%	<20%	Green	4.4%
Cash days in hand	118	100	99	95	>75	Green	148
Adjusted current ratio	2.4	2.1	2.1	2.4	>/=2.0	Yellow	2.7
Staff costs as a % of income	68.0%	69.4%	69.8%	69.0%	</=70%	Green	69.1%
Staff Utilisation	96%	97%	97%	97%	</=97%	Yellow	97%
Financial covenants overall compliance	Yes	Yes	Yes	Yes	Yes	Green	Yes
ESFA Financial Health category	Good	Good	Good	Outstanding	>/=Good	Green	Good

In relation to 2023/24, key points on performance and EBITDA had been considered earlier in the agenda, with the Board noting that on this basis, the Education Skills Funding Agency (ESFA) financial health assessment will be ‘Good’, as well as compliance with bank covenants being achieved.

In relation to 2024/25, the College’s adopted approach to financial planning had continued to be prudential and realistic – informed by curriculum planning and the outcomes of the College’s Strategic Review and Strategic Plan priorities and ambitions. Detailed key assumptions and risks had been provided and were reviewed – with headlines provided specifically in relation to operating performance and solvency. Operating performance remains ‘Good’ due to continued relative strength of the College Group’s balance sheet, with bank covenants forecast to be met and a small headline deficit forecast (c£10k). Income increases by c£2mn to £38mn (6%). Planned overall curriculum gross margin is 40%. Parallel information was provided for the 2025/26 year, with the forecast noted to only include material known changes, with detailed key assumptions and risks/sensitivities provided.

The Board noted the update on the capital programme, in relation to both the routine capital programme (RCP) and major capital programme (MCP) inclusive of Strategic Investment Reserve (SIR) funding, with headlines as follows:

- Projected capital spend in 2024/25 of c£10.4mn, comprising £1.2mn RCP and £9.2mn MCP
- Plan provides for a further £10.4m of capital expenditure over 2024/25 and 2025/26 of which MCP accounts for £7.2m and RCP £3.2mn (based on resourcing of 4% of operating income p.a. gross of capital grant as approved by the Board in May)
- Campus decarbonisation scheme is fully embedded within the MCP, at a gross project cost allowance of £8.1mn (£3.45mn from PSDS Salix grant with the

	<p>balance of £4.55mn financed via the approved DFE loan facility). DFE loan instalment drawdowns progressing as planned</p> <ul style="list-style-type: none"> • MCP in 2024-2026 noted to include £1.25mn of SIR funded investment (prioritising investment in creating a Health and Social care Innovation Hub at the Accrington campus in line with Board ambitions). Further £1.25mn deployment over the 2 years planning period, of the £5mn SIR originally allocated by the Board, leaves a c£1.6mn residual balance. It was noted that deployment of residual balance would leave cash days above the minimum level of 75 days minimum, indicating this is an affordable option, albeit with limited margin for error and increased risk • The Capital and Estates Committee continues to facilitate additional Board assurance of the MCP <p>Discussions included consideration of the implications of public policy changes and the recent general election on the approach; the increasingly competitive market place locally; key risk of inflation and its impact on materials and running costs. 4% EBITDA position in 2024/25 was viewed as being below the level preferred by the Board, with the ambition for capital investment and reinvestment usually requiring a 6-8% EBITDA. While the Group's income increases over next 2 years circa £2mn, costs also increase, reflecting macro factors and also decisions by the Board to resource the change and ambitions set out in the 2030 Strategic Plan. Given inherent risks and uncertainty, solvency levels will continue to require careful monitoring and management going forward. <u>It was agreed</u> at the Boards request that a cashflow forecast up to 2028 would be shared either in the September Awayday or October Corporation meeting for information.</p> <p>Resulting financial objectives for the period up to 31 July 2026 were shared and considered.</p> <p>The Deputy Principal was thanked for the thorough report, and focus on areas of key risks and sensitivities.</p> <p>Having considered the key assumptions and risks, <u>the Board resolved: To approve the annual budget for 2024/25, forecast estimates for 2025/26 and accompanying financial objectives for submission to the ESFA as part of the CFFR return.</u></p> <p><u>3.3 Financial Regulations</u> <i>Submitted: Report (circulated in meeting papers)</i></p> <p>Revised Financial Regulations had been shared by David Rothwell (Deputy Principal – Finance and Resources) and were considered, with the update taking into account amendments required by the recently published College Financial Handbook, which comes into effect in August 2024, and had been provided for information. The refresh also fully considered implications of Managing Public Money (MPM) post-reclassification of Colleges by ONS. Financial delegations and approval levels had been reviewed and amendments proposed.</p> <p><u>Resolved: That the Board of Corporation receive the report and:</u></p> <ul style="list-style-type: none"> a) approve the revised Financial Regulations, and associated levels of financial delegations b) note the College Financial Handbook
Item 4.	<p><u>Items to Receive or Approve</u></p> <p><u>4.1 Annual Reports</u> <i>Submitted: Report (circulated in meeting papers)</i></p>

a) Safeguarding and Prevent Annual Report

Steve Campbell (Lead Governor for Safeguarding) and Leyanne Fitzmaurice (Assistant Principal – Learner Experience and Support) shared the latest termly end-of year update for the Board on Safeguarding and Prevent, with summary slides providing additional annual assurance. Steve Campbell shared insight into the impact and value of his contribution as Lead Governor, including termly meetings with the Assistant Principal to review the position and progress, and audit the single central record (SCR). It was noted that these visits then helpfully result in a termly update to the full Board, available in the e-governance system (OnBoard). A single LADO referral had been received in-year and dealt with through the College's internal processes without the need for onward referral to external agencies. Additional assurance has been received in-year through the internal audit into Prevent and Safeguarding, in which the auditors Wylie Bisset confirmed the highest level of assurance possible and highlighted a significant volume of good practice areas.

Updates were provided against: the SCR, mandatory and specialist training for staff, DBS renewal and safer recruitment, safeguarding activity and impact, emerging themes, learner voice and QDP position (all above benchmark), Prevent and also e-safety. Changes in relevant legislation made and planned were summarised, including Martyn's Law, the revised definition of safeguarding in Keeping Children Safe in Education (KCSIE) and DfE recommendations on Data Protection Guidance – all of which have been considered and implications incorporated in the College Group's framework, systems and approach.

In terms of key activity and impact, 5,236 interventions had been delivered to students by the College's Safeguarding team in 2023/24, with 751 unique students supported and 92% retention of unique students – demonstrating the impact of support on learner's outcomes, progress and destinations. 47 of the unique students were Children in Care or Care Leavers, and the Board were particularly pleased to note 100% retention of these learners, and 96.4% retention of Child Protection (CP), Children in Need (CIN) and Team Around the Family (TAF) learners.

Areas discussed and of key awareness for the Board included:

- Support for mental/emotional health remains the category of highest need for help from the Prevent and Safeguarding team and support services, with figures not including support from the College nurse or external specialist agencies – an update was provided on support in place and further developments planned, for assurance
- Ongoing risk management – particularly in relation to the Prevent Action Plan and through Cyber Essentials accreditation
- Horizon scanning, including an assessment of the campuses over summer in anticipation of the expected introduction of Martyn's Law

The Board shared thanks with Steve Campbell for his continued work, focus and impact in this key area, and the Assistant Principal for the informative and detailed report and ongoing assurance.

Resolved: That the Board receive and note the annual Prevent and Safeguarding Report

b) Sub-contracting Annual Report

Submitted: Report (circulated in meeting papers)

Sam Mercer (Assistant Principal – Planning and Performance) presented the report, and recommendations in relation to subcontracting arrangements for the 2024/25 academic year. The Board were pleased that the value of sub-contracting continues to reduce in line with their ambitions, with a proposed annual value of £1.078mn, across 4 activity lots and no new delivery partners.

Board asked for and received assurance on the supporting requirements and processes to ensure quality delivery via subcontractors, and the implications of reducing the funding received by subcontractors, and were assured that the activity adds value to the College's delivery and curriculum offer to learners. A revised Subcontractor Fees and Charges Policy had been provided and incorporated all requirements of ESFA, and was approved.

Resolved: That the Board approves:

- a) **The arrangements for subcontracting in 2024/25**
- b) **The Subcontractor Fees and Charges Policy**

4.2 Governance Items

a) Governance Report

Submitted: Report (circulated in meeting papers)

Debbie Corcoran (Director of Governance) summarised the report, which also included key recommendations to the Board in relation to governance from the Search and Governance Committee. The Committee's Chair, Phil Wilkinson, shared that the refocused Committee has met twice now and is delivering valuable additional scrutiny in this area to support Board decision-making and demonstrate effective governance. Attention was drawn to the Triple A report provided later in the agenda, which gave additional detail, and both Committee recommendations and additional proposals/recommendations/updates were shared and considered in the following areas:

- New framework for the appraisal of the Chair, and also Vice Chairs, was recommended by Search and Governance Committee for Board approval – noting connectivity into the existing Board 121 cycle, and enhancement through executive coaching
- Extension of annual Committee Business Cycles so they are in place for every Committee, approved by Committees and their Chairs, and then shaped and recommended for approval by Search and Governance Committee. It was noted that the 2024/25 dates for Board of Corporation meetings had been scheduled for a while, and that a calendar of business for the Board would be shared at the September Awayday for approval
- 2024/25 Board Engagement Plan was shared, and recommended by the Committee for Board approval, having been enhanced through Committee feedback to include additional in-year opportunities to engage with staff. Members supported each Governor accessing a minimum of one type of each event a year to ensure a spread of insight from the rich programme available
- The draft 2024/25 Governance Development Plan reviewed and approved by Search and Governance Committee was considered. Noted to include the latest position against agreed actions and that it will be enhanced and updated for the next Committee and Corporation meeting in line with the agreed governance self-assessment cycle to incorporate consideration of additional inputs delivered e.g. self-assessment against AoC Code, Committee Effectiveness Surveys

The Director of Governance confirmed the latest position against recruitment to the 3 vacancies for Board members, being progressed by Search and Governance

Committee on the Board's behalf – with appointments expected to be in place for the 18th September 2024 Board awayday. As well as an update on succession planning, a refreshed Policy for Recruitment and Succession Planning for the Corporation was also considered for approval.

Resolved: That the Board receive the report and associated recommendations from Search and Governance Committee and:

- a) **approve the 360 appraisal framework for the Chair, and the supporting appraisal approach for the Chair, and also Vice Chairs**
- b) **approve the annual Committee Workplans for 2024/25**
- c) **approve the 2024/25 Board Engagement Plan**
- d) **approve the draft 2024/25 Governance Development Plan (GDP), and note its forward development**
- e) **receive and note the update provided on the recruitment of independent members, and also in relation to succession planning**
- f) **approve the Policy for Recruitment and Succession Planning for the Corporation**

The Board considered recommendations from Search and Governance Committee on extensions to the terms of office of independent members – with Chris Kenyon leaving the meeting for consideration of her appointment, and returning for consideration of the others.

Resolved: That the Board receive the recommendations from Search and Governance Committee and approve extensions to the following independent Board members terms of office: Chris Kenyon to 30 September 2027; Zulfi Khan to 31 July 2028 and Liz Sedgley to 31 October 2028

b. College Subsidiary Mid-Year Report

Submitted: Report (circulated in meeting papers)

David Rothwell (Deputy Principal – Finance and Resources) shared the College Subsidiary Mid-Year Report, for NCC Energy Services Ltd and NCC Professional Services Ltd, which included minutes from all subsidiary meetings for Board assurance. A fuller, year-end report will be available at the July Corporation meeting.

Resolved: That the Board receive and note the College Subsidiary Mid-Year Report

c. Triple A Report

Submitted: Report (circulated in meeting papers)

The Triple A report was summarised by Committee Chairs for Board assurance and awareness, and covered the following meetings:

- Capital and Estates Committee (24th June 2024)
- Quality and Standards Committee (17th June 2024)
- Audit Committee (10th June 2024)
- Search and Governance Committee (26th June 2024)

There were no areas of 'alert' from the Committees, and all Committee recommendations were approved by the Board.

Resolved:

	<p>As recommended by Quality and Standards Committee: a) approval of ‘Quality Strategy and Framework’ and ‘Be Phenomenal’ learning and development strategy</p> <p>As recommended by Audit Committee: a) approval of commencement of the proposed first term internal audit programme, ahead of the full years plan returning for Committee and then Board approval b) receive and note RSM’s revised FE Emerging Issues publication c) receive and approve the Value for Money 2023/24 annual report</p> <p><u>4.3 Policies Requiring Board Approval</u></p> <p>Policies requiring Board approval had been circulated ahead of Board reports for members consideration, with questions received for consideration by the respective lead and closed off in the meeting. In relation to the Bursary Funds Policy 2024/25, members asked how the College’s support compared to that available from neighbouring Colleges to ensure parity and that this was not a barrier when students considered alternative Colleges. Claire Jarvis (Assistant Principal – Finance and HR) confirmed that benchmarking had been completed to support the recommended position in the Policy, and there were favourable but minor differences from neighbouring Colleges from our student’s perspective. The threshold for support based on family income is at a higher level in our College policy, so more students are able to be considered, with very little difference in travel costs or subsidies.</p> <p><u>Resolved: To receive and approve the following policies:</u> a) Fees Policy 2024/25 b) Bursary Funds Policy 2024/25 c) Health and Safety Policy</p>
Item 4.	<p><u>Any Other Business</u></p> <p>There were no items of any other business.</p>
Item 5.	<p><u>Review and Reflections on the Meeting Against a) Group Values and b) Risks</u></p> <p>The Chair invited reflections from Board Members on today’s meeting, decisions and ways of working against the Group’s values. Helen Curtis (Vice Chair) summarised key strategic risks discussed in the meeting:</p> <ul style="list-style-type: none"> • Likelihood of any areas of under-performance in relation to achievements and key KPIs is clear, with remaining risk against attendance KPI being mitigated and additional assurance measures planned for the Board • Continuation of Risk Management Policy while the BAF is finalised, recognises ‘steady state’ is compliant with ambition for further improvements and development • Brand strategy – risks and opportunities articulated in business case and evidenced through supporting market research, clarity on milestones and process • Emerging risks e.g. change of Government, devolution - on the radar and under active consideration in forward planning and strategy • Risks in relation to finance, focused on solvency and cash days are quantified, clear and mitigated, balanced by improved income • Evidence of Committees providing strong assurance via Triple As, as well as ‘alerts’ where identified

	<p>The Chair closed the meeting by sharing his personal thanks with members and the leadership team for their contribution and drive to secure a further successful year for the College and our students – we have a clear strategy and vision, with strong oversight and both challenge and support, with momentum setting the pace for the next academic year.</p>
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Debbie Corcoran
Director of Governance

Signed as an accurate record by the Chair of Corporation



Name: Phil Wilkinson
Date: 18 September 2024